



UNITED STATES MARINE CORPS

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IN REPLY REFER TO:

ForO 5320.1

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ORIGINAL

FORCE ORDER 5320.1

From: Commander, Marine Forces Reserve
To: Distribution List

Subj: INSPECTOR-INSTRUCTOR STAFF INTEGRATION

Ref: (a) ForO P3060.3__ (Readiness Support Program Standard
Operating Procedures (RSP SOP))
(b) Marine Corps Manual

Encl: (1) Site Commander Duties and Responsibilities
(2) Mobilization Notional Site Support T/Os
(3) Force Level Units Tables of Organizations (T/Os) (To be published)
(4) 4th Marine Division (4th MARDIV) T/Os (To be published)
(5) 4th Marine Aircraft Wing T/Os (4th MAW) (To be published)
(6) 4th Force Service Support Group (4th FSSG) T/Os (To be published)

1. Purpose. To publish implementing instructions for Inspector-Instructor Staff (I-I) Integration within Marine Forces Reserve (MARFORRES).

2. Background

a. The idea of integrating I-I staffs into reserve units is rooted in operational experiences during the Persian Gulf War. Mobilization during DESERT SHIELD/DESERT STORM demonstrated that the integration of active duty Marines and their skills into reserve units greatly enhanced the units' ability to quickly transition to active duty status. The lessons learned during that period, coupled with the current austere personnel environment, offer compelling operational and manpower efficiency reasons for integration.

b. Marine Forces Reserve has both an operational and a site supporting role. Operationally, its mission is to prepare SMCR

units for mobilization to augment and reinforce the Marine Corps' active component. This mission requires maintaining the highest state of readiness while fully utilizing the talents and abilities of every available Marine, active and reserve.

c. MARFORRES' site support mission requires maintaining Reserve Training Center (RTC) and Mobilization Reserve Training Center (MRTC) sites during peacetime and after mobilization. Site support during peacetime and wartime includes those "Base Commander" type responsibilities as well as tasks that keep faith with our Marines, their families, and the local communities.

d. To accomplish both the operational and site support roles, we will structure MARFORRES around two separate Tables of Organization (T/O), one for the operational units, the other for the RTC/MRTC - each with its own Reporting Unit Code (RUC). To that end MARFORRES is submitting to the Marine Corps Combat Development Command (MCCDC) proposed T/O modifications for integrating I-I billets into Selected Marine Corps Reserve (SMCR) units as well as new RTC/MRTC T/Os. In this context, the term "I-I" applies to all active duty support elements of MARFORRES' operational MSCs (4th FSSG, 4th MAW, and 4th MarDiv).

e. Both integrated unit T/Os and site support T/Os will contain Active Component (AC), Active Reserve (AR), and Selected Marine Corps Reserve (SMCR) billets.

f. Site T/Os will also be augmented by Individual Mobilization Augmentee (IMA) detachments that serve during peacetime and mobilization in support of the site commander. Upon mobilization, further augmentation of unfilled site T/O billets may be provided by pre-assigned Pre-trained Individual Manpower (PIM) Marines (i.e. Individual Ready Reserve (IRR) or Fleet Marine Corps Reserve (FMCRR) Marines).

3. Mission Statement. The implementation of Inspector-Instructor staff integration requires a change to the mission statement as follows:

"To serve as a bridge between the regular and reserve components of the total force Marine Corps; to provide daily administrative, logistical, technical, instructional, and operational support to Marine Forces Reserve units; to assist unit commanders in the accomplishment of all command functions, mission-essential tasks and Force Commander's goals; to support commanders in attaining and maintaining the standards of operational excellence prescribed by regulations and the state

of readiness required for immediate mobilization; and to fight alongside their reserve counterparts when the unit is mobilized."

4. Commander's Intent. My intentions in integration are that we "fight like we train" and, that every Marine in MARFORRES has a clear understanding of his/her place in our organization, both during peacetime and under mobilization. This initiative will also have the following clear goals:

a. To build the highest state of personnel combat readiness in SMCR units by assigning as many of our active duty Marines into these operational units as possible;

b. To ensure that our sites, families, and communities are properly supported at all times in peace and war.

5. MARFORRES' Operational Role. Commander, MARFORRES (COMMARFORRES), under the provisions of Title 10 USC, reports directly to the Commandant of the Marine Corps (CMC) and is responsible for the readiness of the Marine Reserve to augment and reinforce the active component in the event of mobilization, as well as providing operational tempo relief to active forces during peacetime. His subordinate commanding generals and commanders share the responsibility for ensuring that the reserves are ready to fight when called upon.

a. Reserve Commander's duties. The SMCR unit commander's duties do not change under integration. He/she retains the authority and responsibilities associated with command. The commander will be responsible and held accountable for the readiness of the unit to perform its mission.

b. I-I duties. During peacetime the I-I and his/her staff perform their traditional duties of assisting and instructing their reserve counterparts in achieving the highest state of readiness possible for accomplishing the unit's mission.

c. Chain of Command. The reserve commander commands those SMCR personnel in the unit and he/she reports to the next senior operational commander. The I-I is in charge of all I-I staff personnel and reports to the next senior I-I or commander in his/her organization.

d. Fitness Report Responsibilities. The I-I is the reporting senior (or reviewing officer as applicable) for those Marines and sailors serving on the I-I staff. The Reserve Unit commander is the reporting senior (or reviewing officer as applicable) for those SMCR Marines serving in the operational unit.

e. Operational Unit T/Os. I-I Staff personnel will be integrated into operational units to the maximum extent possible. Ideally, a Marine will be given an operational T/O line number at the RTC/MRTC where he/she serves. In those cases where a T/O billet is not available at the RTC/MRTC the Marine can be assigned to another operational billet within MARFORRES. During peacetime, these Marines will be assigned to the RTC/MRTC, analogous to the Fleet Assistance Program (FAP) in the FMF. Upon call-up, all "FAPs" will return to their parent operational command.

Example: A staff sergeant serves in peacetime as a company supply chief, a unit that does not rate a SNCO in that billet after mobilization. The Marine can be assigned to the T/O line number for a Staff Sergeant supply chief in the battalion headquarters located some distance from the company. During peacetime the Marine would remain at the company in a "FAP" status; upon mobilization the Marine would report to the battalion for duty in the previously assigned T/O line number.

f. Mobilization

(1) I-I and 1st Sergeant/Sergeant Major. Upon mobilization, the I-I, **unless assigned to an operational billet**, and the I-I Sergeant Major/First Sergeant remain at the site. Both are eligible for assignment within MARFORRES or the Marine Corps. I-Is may be assigned to operational billets within a reserve unit, MARFORRES, or the Marine Corps, but not to SMCR command billets. The I-I will continue to perform duties as site commander until properly relieved. The I-I Sergeant Major/First Sergeant will be placed in the Sergeant Major of the Marine Corps' combat replacement pool for reassignment as directed.

(2) I-I staff. As described in the preceding paragraph, those I-I staff personnel who are integrated into operational unit T/O line numbers will report for duty in that billet. Those who are not integrated will remain at the RTC/MRTC as part of the site T/O. Following mobilization, there may occur instances where selected active component or active reserve Marines will be reassigned from the site to elsewhere in the Marine Corps. In those cases, their site T/O billet will be filled by either an IMA or PIM Marines.

6. MARFORRES' Site Support Role. COMMARFORRES also assumes the responsibility of maintaining the almost 200 reserve training sites spread throughout the continental United States, Alaska, Hawaii, and Puerto Rico. These duties include the standard "Base Commander" or garrison functions:

- site maintenance (including facility maintenance, garrison equipment, supply and environmental concerns),
- community outreach,
- casualty assistance,
- family assistance,
- civil-military/disaster relief.

Additionally, COMMARFORRES, in his site support role, assumes responsibility for IRR musters and PIM mobilization.

COMMARFORRES' subordinate commanding generals and commanding officers assist in these supporting functions. **Active component regimental and group commanders in the Force, as well as the I-Is who are the senior active component officer at an RTC or MRTC, assume duties as "Site Commanders".** Under mobilization site commander duties may be passed to the reserve officer in charge of the site's IMA detachment (or in the case of some 4th MAW sites, a designated AR officer) as prescribed in reference (a) and subsequent paragraphs below. There will always be a site commander present, responsible for executing the seven supporting functions listed above.

a. Reserve Commander's duties. The SMCR reserve commander has no site responsibilities.

b. Site Commander duties. The site commander is responsible for all of the functions listed above during peacetime and after mobilization. Enclosure (1) provides a summary of site commander duties and responsibilities.

c. Chain of Command. Unless otherwise prescribed by COMMARFORRES the same chain of command is exercised for both site support and operational functions. Further, the chain of command for site support functions does not change from peacetime to mobilization. Site Commanders (whether I-I or IMA Detachment OIC) report to the next senior in the MARFORRES chain of command throughout the transition from peacetime to war and back again.

Example: A company I-I has been reassigned within the Marine Corps after mobilization, leaving site commander responsibilities to the IMA Detachment OIC. The battalion I-I has been reassigned and the regimental commander has mobilized

with his regimental headquarters. Thus, IMA Detachment OICs are site commanders at all three levels. The site commanders' chain of command remains the same as when the I-Is and regimental commander were present. And, as in peacetime, the chain above the regimental level extends to the MSC and MARFORRES headquarters. If the MSC headquarters is mobilized, and no personnel remain behind, HQ MFR (AC/S Facilities) will assume cognizance offer site support or COMMARFORRES will assign personnel to the MSC headquarters for oversight purposes.

d. Fitness Report Responsibilities. The site commander is the reporting senior (or reviewing officer as applicable) for all Marines and Sailors on the site T/O, including IMA personnel. The site commander is also the reporting senior or reviewing officer on those Marines integrated into an SMCR operational unit who are "FAPPED" back to the site.

e. Site Support T/Os

(1) The site support T/O will contain the I-I (unless the I-I has been integrated into an operational billet), and I-I Sergeant Major/First Sergeant. During peacetime, the I-I serves as the Site Commander in addition to his/her duties as Inspector-Instructor. Further, the I-I (as site commander) will be responsible for unit mobilization, maintaining facilities and fulfilling the seven site support functions specified above. Site commander duties and responsibilities are outlined in enclosure (1) and mobilization notional T/Os for the different categories and levels of sites are listed in enclosure (2).

(2) Site support T/Os will also contain other I-I billets that cannot be integrated into operational units as well as those SMCR billets in support of site peculiar requirements.

(3) IMA and PIM Marines will augment the site support T/O. During peacetime, IMAs drill at the site, performing duties as directed by the site commander. Upon mobilization, IMA and PIM Marines may be recalled to active duty as required to replace unfilled site T/O billets.

f. Mobilization

(1) If the I-I is not assigned an integrated T/O billet, he/she remains at the site as the site commander until or unless reassigned within MARFORRES or the Marine Corps. Likewise, the I-I First Sergeant or Sergeant Major initially remains at the site until reassigned. Upon mobilization all I-I personnel not

assigned a billet in the operational T/O initially remain at the site under the command of the site commander.

(2) If the I-I is integrated into an operational billet or reassigned, the IMA Detachment OIC normally assumes command of the site.

(3) I-I Staff Corpsmen will remain at the site and provide support to the site commander in such areas as family assistance, medical/mental referrals, coordinating medical care for MEDEVACs/wounded/disabled who are returned home, casualty assistance calls, and other duties as directed.

(4) Enclosure (2) lists the mobilization notional T/Os for sites by type and category and further elaborates on the manning of sites during mobilization. During mobilization, some of these billets may be filled by IMA or PIM Marines (i.e. IRR and/or FMCR Marines) if insufficient numbers of AC, AR, and SMCR Marines remain at the site.

7. Reserve Districts

a. Organization. To assist the commander in his site support role, six Reserve Districts have been established, each reporting directly to COMMARFORRES, when directed, for certain functions. These districts have boundaries correlating to the Marine Corps' six recruiting districts, each with a Regimental or Group Commander dual hatted as the District Commander with an IMA officer assigned as the Deputy Commander, who also serves as the Site's IMA Detachment OIC. Reference (a) provides details of this program.

b. Missions. The Reserve Districts exist to execute those missions requiring geographical orientation or that demand the efforts and coordination of more than one MSC or Force level unit. Examples of District missions include IRR musters, PIM recall, Civil-Military/Disaster Relief, and some community outreach initiatives. COMMARFORRES, however, reserves the authority to direct a district to perform any mission he deems appropriate. In those instances, all MARFORRES units located within the reserve district boundaries, as well as any other MSC units identified in the operations order, will report under operational control (OPCON) to the reserve district commander for the duration of the mission.

8. Action

a. Commanding Generals, 4th Marine Division, 4th Marine Aircraft Wing, and 4th Force Service Support Group

(1) Implement the intent and guidance contained herein.

(2) Until publication of enclosures (4) through (6), ensure units maintain local records outlining the mobilization plan, assignment, and destination of the Inspector-Instructor and his/her staff.

b. Commanding Officers, Force Level Units

(1) Implement the intent and guidance contained herein.

(2) Until publication of enclosure (3), maintain local records outlining the mobilization plan, assignment, and destination of the Inspector-Instructor and his/her staff.

c. Commanding General, Marine Corps Reserve Support Command (MCRSC). Source and manage the IMA and PIM support of all sites.

d. Assistant Chief of Staff, G-1. Assume staff cognizance. Publish and distribute the enclosures when approved.

9. Reserve Applicability. This Order is applicable to the Marine Corps Reserve.


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DISTRIBUTION: D

SITE COMMANDER DUTIES AND RESPONSIBILITIES

1. The site commander is normally the senior Marine active duty officer at an RTC/MRTC. A site is designated as the group of facilities under the control of the site commander. The site commander serves as the "landlord" and is responsible for supporting all units at the site.

a. The site commander is responsible for maintaining site facilities.

b. The site commander is responsible for the execution and coordination of all activities which affect units collocated at the site:

(1) Mobilization.

(2) Site maintenance.

(3) Community outreach.

(4) Casualty assistance.

(5) Family assistance and the Family Readiness Program.

(6) Toys for Tots Campaigns, etc.

(7) All other site support related duties and functions within their RTC/MRTC geographical area of responsibility.

(8) All other duties and responsibilities as assigned by higher headquarters.

2. The site commander is responsible for ensuring that collocated units receive their fair share of facility support:

a. Site funds designated by Marine Forces Reserve to support the population of the site (vice a specific unit), in such areas as contracts, utilities, phones, allocation of space, ADPE assets, and all other resources regardless of unit or MSC affiliation.

b. Although an administrative control (ADCON) relationship must exist to ensure an equitable share of assets and proper level of support, the site commander does not exercise OPCON over

3. The senior active duty site commander assumes responsibilities as Senior Marine Officer present as defined in

Enclosure (1)

paragraph 1006.7 of the Marine Corps Manual (reference (b)). The paragraph is quoted below:

"When two or more activities of the Marine Corps are present in the same area, the senior officer in command shall coordinate all such activities unless otherwise directed by competent authority. An officer exercising coordination by virtue of the provisions contained herein shall be known as the Senior Marine Officer Present. Any Officer who assumes the authority of this office shall notify the next senior mutual commander of this fact."

4. Upon mobilization, the site commander will return all "FAPPED" Marines assigned to site support T/Os to their assigned operational units and coordinate the process of mobilization for all collocated units. When mobilized, the IMA Detachment as well as any PIM Marines called up to fill site billets, assume their duties on the site staff. If the I-I deploys, or is otherwise transferred, the IMA Detachment OIC assumes command as the site commander.

MOBILIZATION NOTIONAL SITE SUPPORT T/Os

1. Types of Sites. In addition to the Force headquarters and the four MSCs, sites in MARFORRES include the following:

- a. Reserve District Headquarters
- b. Mobilization Reserve Training Centers at the Regiment/Group/Battalion/Squadron level. (MRTC Type 1)
- c. Mobilization Reserve Training Centers at the Company/Platoon/Detachment level. (MRTC Type 2)
- d. Reserve Training Centers at the Regiment/Group/Battalion/Squadron level. (RTC Type 1)
- e. Reserve Training Centers at the Company/Platoon/Detachment level. (RTC Type 2)

2. Site T/Os. Every site will have a T/O containing those billets necessary to perform the seven functions of site support listed in paragraph six of this order. These specific site T/Os will be developed in conjunction with MCCDC's Total Force Structure Division.

3. Manning Site T/Os. Sites will be adequately manned during peacetime and after mobilization to perform site support functions.

a. Peacetime. During peacetime, site T/Os are manned by the I-I personnel, including those who are not integrated into operational units and those who are "Fapped" back to the site. Site support is augmented by an IMA detachment that drills at the site, performing those duties assigned by the site commander and prescribed in the Readiness Support Program (reference (a)). The size of the IMA detachment will vary according to the type and size of the site, as well as how many I-I personnel are listed on the site T/O.

b. Mobilization

(1) I-I Personnel. During mobilization the site T/Os will be initially manned by the I-I personnel (AC and AR) who were not integrated into operational units. All of these Marines are eligible for reassignment throughout the Marine Corps and some may be transferred from the site, particularly if the

mobilization is protracted. Unless and until reassigned, these Marines will remain at the site reporting to the site commander.

(2) IMA Detachments. The IMA detachment supporting the site may be recalled to assume vacant site T/O billets. The IMA Detachment OIC, if the I-I is reassigned, will be prepared to assume duties as the site commander.

(3) PIM Marines. As vacancies occur on the site T/Os PIM (IRR and FMCR) Marines may be recalled to active duty to fill site T/O billets.

4. Mobilization Notional Site T/Os are listed below for each site category. These notional T/Os represent only the **minimum** number of personnel required to execute site functions during mobilization. They **do not** take into account site peculiar requirements (an aviation site, for example, will likely will have different site T/O requirements than a ground RTC). These notional T/Os also do not take into account Selected Marine Corps Reserve (SMCR) billets required for site peculiar requirements. Example: A large site may require an additional SMCR Staff Judge Advocate (SJA), above and beyond capabilities already resident on the site T/O, to augment legal advice and assistance available to Marines at the site.

a. MOBILIZATION NOTIONAL RESERVE DISTRICT HQ SITE T/O

<u>Billet</u>	<u>Rank</u>	<u>BMOS</u>
OIC IMA Det	Col	9910
Exec Officer	LtCol	9910
S-1	LtCol	9910
Assistant S-1	Maj	9910
S-1 Chief	GySgt	0193
S-1 Clerk	Sgt	0151
S-1 Clerk	Sgt	0131
Legal Officer	LtCol	4402
Legal Clerk	Sgt	4421
S-3	LtCol	9910
PAO Officer	LtCol	9910
S-3 Chief	GySgt	9916
S-3 Clerk	Sgt	9916
PAO Clerk	Sgt	9916
S-4	LtCol	9910
S-4 Chief	GySgt	9916
S-4 Clerk	Sgt	9916
S-4 Clerk	Sgt	9916
Total Requirement: 18 Billets		

b. MOBILIZATION RESERVE TRAINING CENTER (MRTC) TYPE 1 T/O
STRUCTURE REQUIREMENT (Regiment/Group/Battalion/Squadron
Headquarters):

<u>Billet</u>	<u>Rank</u>	<u>BMOS</u>
IMA Det OIC	LtCol	9910
Exec O	Maj	3002
RTC OIC	Capt	9910
Admin Officer	Capt	0180
Legal Officer	Capt	4402
Legal Clerk	Sgt	4421
Admin Chief	GySgt	0193
Public Affairs Spec	SSgt	9916
Personnel Clerk	Sgt	0121
Unit Diary Clerk	Sgt	0131
Log Supply Chief	GySgt	3043
Asst Log Supply Chief	SSgt	3043
Supply Clerk (2)	Sgt	3043
Mob Processing Clerk (4)	Sgt	9916
Prior Serv Recruiters (11)	TBD	9916
Total Requirement: 29 Billets		

c. MOBILIZATION RESERVE TRAINING CENTER (MRTC) TYPE 2 T/O
STRUCTURE REQUIREMENT (Company/ Platoon/Detachment Headquarters):

<u>Billet</u>	<u>Rank</u>	<u>BMOS</u>
IMA Det OIC	Capt	9910
Exec Officer	Capt	9910
Admin Chief	GySgt	0193
Legal Officer	Capt	4402
Legal Clerk	Sgt	4421
Personnel Clerk	Sgt	0121
Unit Diary Clerk	Sgt	0131
Public Affairs Spec	SSgt	9916
Log/Supply Chief	GySgt	3043
Supply Clerk	Sgt	3043
Mob Processing Clerk (4)	Sgt	9916
Prior Serv Recruiters (11)	TBD	9916
Total Requirement: 25 Billets		

d. RESERVE TRAINING CENTER (RTC) TYPE 1 T/O STRUCTURE
REQUIREMENT (Regiment/Group/Battalion/Squadron Headquarters):

<u>Billet</u>	<u>Rank</u>	<u>BMOS</u>
IMA Det OIC	LtCol	9910
Exec Officer	Maj	3002
RTC OIC	Lt	9910
Admin Officer	Lt	0180
Admin Chief	GySgt	0193
Personnel Clerk	Sgt	0121
Unit Diary Clerk	Sgt	0131
Public Affairs Spec	SSgt	9916
Log/Supply Chief	GySgt	3043
Asst Log/Supply Chief	SSgt	3043
Supply Clerk (2)	Sgt	3043
Total Requirement: 12 Billets		

e. RESERVE TRAINING CENTER (RTC) TYPE 2 T/O STRUCTURE
REQUIREMENT (Company/Platoon/Detachment Headquarters):

<u>Billet</u>	<u>Rank</u>	<u>BMOS</u>
IMA Det OIC	Capt	9910
Exec Officer	Capt	9910
Admin Chief	GySgt	0193
Personnel Clerk	Sgt	0121
Unit Diary Clerk	Sgt	0131
PAO Specialist	SSgt	9916
Log/Supply Chief	GySgt	3043
Supply Clerk	Sgt	3043
Total Requirement: 8 Billets		